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17 January 1955

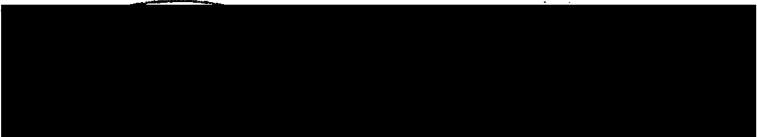
MEMORANDUM FOR: Deputy Assistant Director for Personnel

SUBJECT:

Six-Month Report of Progress and Program Plans -  
PLANNING & ANALYSIS STAFF

Attached are the individual reports of the four Branches of the Planning and Analysis Staff (PAS), Office of Personnel, which reflect the progress made during the period 1 July 1954 through 31 December 1954 and future program plans for the period 1 January 1955 through 30 June 1955.

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Chief, Planning and Analysis Staff

Attachment:

Four reports of Progress and Program Plans

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I N D E X

Tab A . . . . .	Plans Branch
Tab B . . . . .	Statistical Branch
Tab C . . . . .	Mobilization Branch
Tab D . . . . .	Analysis Branch

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12 JAN 1955

MEMORANDUM FOR: Chief, Planning and Analysis Staff

SUBJECT: Progress Report and Program Plans: 1 July 1954 -  
30 June 1955

1. The following information is submitted in accordance with your memorandum dated 7 January 1955, same subject.

2. During the six month period from 1 July to 31 December 1954, most of the work activity of the Plans Branch was devoted to legislative and regulatory problems.

a. The second session of the 83rd Congress was quite active in its consideration of proposed legislation affecting personnel management and a number of important bills were enacted in this field. In addition to its efforts in analyzing numerous proposals for their prospective effects upon this Agency and recommending an appropriate Agency position accordingly, the Branch was also responsible for summarizing and reporting on the impact of the bills enacted and for initiating appropriate actions to put them into effect in the Agency's personnel management program.

b. The volume of activity leading up to and following the Career Service Conference on 3 August 1954 also accounts for a major portion of staff effort. Numerous secondary policy questions and procedural problems had to be identified and resolved to carry out the broad principles enunciated at that Conference.

c. Administration of the Agency forms management and records administration programs within the Office of Personnel continued to be a responsibility of the Branch. Although greater emphasis continued in the forms management area, planning for a comprehensive records survey as a basis for establishing records retirement schedules was initiated.

d. The increase in technical questions referred to the Branch on such matters as retirement, pay administration, insurance, etc.

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leveled off at about the same level as that of the preceding six months. Handling of such inquiries was facilitated by the procurement of the U. S. Code.

3. During the next six months, it is expected that legislative analyses and regulatory issuances will continue to represent the major portion of the Branch's workload.

a. The number of personnel proposals introduced in the initial days of the current session of the Congress indicates that considerable serious attention will be given to both domestic and overseas personnel problems.

b. Although some of the activity stimulated by the Career Service Conference will continue through the next few weeks, primary emphasis in the regulatory area will be placed on [REDACTED] regulations, informational materials, and refinements of previously published headquarters materials.

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c. It is anticipated that the development of internal Office of Personnel instructions and administration of the forms management and records administration programs will continue at about the same level.



Chief, Plans Branch

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MEMORANDUM FOR: Chief, Planning and Analysis Staff

SUBJECT: Progress Review and Plans Forecasts of the Statistical Reporting Branch through 30 June 55.

1. Accomplishments

a. In addition to providing regular personnel statistical data to selected Agency officials, the Branch developed a system for mechanically recording Staff agent personnel status, performed the necessary coding and coordinated the preparation of recurring data. A method for including Staff agent personnel, in pseudonym, has been proposed and has been forwarded to DDP Administration for concurrence.

b. The Branch was made responsible for coordinating and distributing the regular Position Control Register, the special Position Control Register of DDP Group T/O positions arranged by Service Designations, the analysis of the T/O grade and the T/O grade utilization tabulation.

c. Branch members entered into inter-office conferences pertaining to the adoption of the "personnel" serial number by the Comptroller and possible methods for implementing the use.

d. Assisted in developing a procedure for regulary notifying the Career Boards as well as organizational elements of the in- and out-casual situation.

e. Special personnel statistical data such as the following were prepared:

(1) A series of tables and graphs as of 30 June for use in briefing the Committee on Intelligence Activities, reflecting Agency growth since 1947, selected data comparing fiscal years 1953 and 1954, selected data for fiscal year 1954 and selected vital statistics as of 30 June.

(2) Rosters of Agency employees who were former employees of the Office of Strategic Services.

(3) Roster of Staff employees engaged in personnel-type work.

(4) A tabulation of professional (GS-7 and above) and clerical (GS-6 and below) personnel by Branch assignment.

## 2. Program Plans

Program plans already approved or proposed will require the full complement of the Branch; and, if the requirements placed on us during the past months are indicative of the workload for future months, Branch members will be working more than the regular 40-hour week. However, there are some projects that need to be put into operation during the coming few months:

a. The development of appropriate analysis of trend data and preparation of estimates of the situation at a pre-determined future date.

b. Conduct a continuous review of the personnel statistical requirements, determining whether or not the consolidation of available data would, from a practical viewpoint, result in the obsolescence of any current format.


c. Establishment of production standards and distribution controls pertaining to a Monthly Position Control Register.

d. Establishment of a system for effectively recording selected personnel statistical data into machine records, such as PSI due dates and Service Computation dates.

e. Conversion of current Service Designations under DDP jurisdiction to the new indices concept. Other major components may follow the DDP pattern.

f. Coordinating the revision of the qualification coding structure.

g. Determine the personnel statistical needs of the Career Services, which might result in the recommendation of a periodic publication of a Career Service Personnel Statistical Review.

  
Chief, Statistical Reporting Branch

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13 January 1955

MEMORANDUM FOR: Chief, Planning and Analysis Staff

SUBJECT: Progress and Plans Report

In accordance with request contained in your memorandum of 7 January 1955 there is forwarded herewith the Progress and Plans Report of the Mobilization Planning Branch covering the period from 1 July 1954 through 30 June 1955.

  
Acting Chief, Mobilization Planning Branch

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Mobilization Planning Branch  
PROGRESS AND PLANS REPORT  
1 July 1954 - 30 June 1955

I Progress 1 July 1954 - 31 December 1954

a. The Mobilization Planning Branch was officially activated within the Planning and Analysis Staff just prior to the period of this report.

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[REDACTED], the former and first Branch Chief, was transferred on 15 November 1954 to the Office of the Chief, PAS, to assume the duties of Deputy Chief of that Staff and has not been replaced.

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[REDACTED] was assigned to the Branch on 15 August 1954 and resigned on 1 November 1954 to go into private business. A Secretary-Stenographer and two Personnel Research Officers are presently assigned to the Branch, and the assignment of Major [REDACTED] USAR, is expected shortly.

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b. Branch member became Office of Personnel representative on the Support Committee of the Clandestine Services Planning Board, and as such attended frequent meetings where support annexes to Cold War Operational Plans were developed. The Branch has prepared a Personnel Support Planning Guide [REDACTED] which will provide the framework in the development of personnel support for an operational project or country program.

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c. Developed with the cooperation of the major operating components preliminary estimates of Agency mobilization manpower requirements for military personnel (all Services), and forwarded to The Adjutant General of the Army CIA preliminary estimated requirements for Army personnel from M-Day through M plus fifteen (15) months.

d. Prepared and forwarded for OP coordination and approval, a proposed basic regulation establishing over-all Agency policy and responsibilities for personnel mobilization planning.

e. Through the efforts of the Branch and MPD the authorized spaces in Mobilization Detachment 11 were increased by 60 to accommodate a large waiting list. Although an increase of 240 spaces had been requested this apparently was the largest increase the Department of the Army could allow at this time owing to budget limitations in its Reserve appropriations.

f. Prepared a special study at the request of the [REDACTED] on the transition of the former OPC Headquarters Staff Divisions to that of the [REDACTED] Staffs of DD/P, and the subsequent development of the [REDACTED] of the DD/P complex. The study included OPC and DD/P staff personnel on duty for the periods 1 July, 15 July, and 31 December 1952, and 1 July 1953.

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g. Prepared special studies and recommendations at the request of

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DAD/P on a sound reporting procedure for contract personnel and active military personnel assigned to the Agency. The recommendations on reporting military personnel have been put into effect, but final approval of recommendations concerning contract personnel is still being awaited.

h. In addition to the foregoing, the Branch has:

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1. Indexed all Agency employees believed to be military reservists (approximately [REDACTED] by service, rank, and, where obtainable, by MOS or Designator.
2. Prepared an SOP for internal use of the Mobilization Planning Branch.
3. Drafted a Personnel Mobilization Planning Manual for Global War Plans.
4. Drafted a proposed regulation stating the objectives of active and inactive duty training for CIA reservists.
5. Prepared questionnaires designed to obtain basic data about CIA employees with military reserve status.
6. Prepared numerous staff studies concerning problems encountered in the day to day work of the Branch.

## II Plans 1 January 1955 - 30 June 1955

a. Coordinate throughout the Agency and have promulgated a basic CIA regulation establishing over-all Agency policy and responsibilities in the planning and fulfilling of personnel requirements on and after mobilization.

b. Determine, coordinate, and publish in the form of Agency regulations policy concerning:

1. Retention of employee military reservists in the event of national emergency.
2. Restriction to CIA training units of the Reserve activities of employee reservist.
3. Reimbursement to the Military Departments for a portion of the funds required if a shortage of military appropriations prevents participation of CIA reservists in annual tours of active duty for training with pay.
4. Objectives of active and inactive duty training for CIA

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reservists. When approved this regulation will be submitted to the Secretary of Defense for approval as a basis for support and guidance of CIA reserve activities.

c. Plan, develop, and coordinate:

1. Policies, procedures and regulations for developing a Military Reserve Component Program.
2. Criteria for the utilization of current and former applicants records and ex-employee records in developing an available source of qualified manpower readily accessible when and as needed by the Agency which can be maintained in a realistic yet economically acceptable manner.

d. Develop detailed tables of distribution reflecting officer, warrant officer, and enlisted MOS structure for the Agency military mobilization requirement through M-Day plus 15 months. It is proposed to use these tables of distribution as a media for keeping the appropriate military secretaries advised of CIA military requirements for its wartime mission. In presenting such requirements it shall be specified that the totals required from each service may be reduced by the member of Agency reservists in an active status in that Service plus the number of military personnel of that Service detailed to CIA for duty.

e. Canvass CIA to determine the number of military reservists on board and their current reserve status and military occupational specialty. Develop procedures for maintaining the data thus acquired up to date.

f. Prepare an accurate and realistic conversion table of CIA Classification Titles and Codes into the military occupational specialties of the various Armed Forces.

g. After approval of the Personnel Mobilization Planning Manual develop through its use in coordination with Agency operating components estimated bulk requirements for additional civilian personnel in the event of mobilization. These bulk estimates may be further refined into categories of personnel and T/O billets at a later date.

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11 January 1955

MEMORANDUM FOR: Chief, Planning and Analysis Staff

SUBJECT : Progress Report and Program Plans of the Analysis  
Branch, 1 July 1954 - 31 December 1954

1. Accomplishments:

The Analysis Branch has sought during the past six months to wind up project assignments which were carried over from previous organizational relationships within the Staff, and not necessarily encompassed by the new Branch charter. In addition, it has loaned virtually the full-time services of one senior member to CWD, and later assigned him to carry on alone, to assist in the conduct of a survey of the personnel administration policies and procedures currently operative in the Logistics Office with a view to developing specific functional and procedural criteria. This task has reached a trial run status with Logistics Office testing the proposals as submitted. Ultimate acceptance of the proposed criteria will provide a sound basis for further analysis of other operating components of the Agency and possible application of a similar criteria.

A goodly portion of time on the part of another member of the Branch has been devoted to an analysis of Personnel record-keeping and reporting procedures in the operating components of DD/P, interspersed with crash assignments, and mopping up activities in connection with the carried-over projects.

In spite of these two major time consuming projects, the Branch has also been able to accomplish the following types of activity during the six month period ending 31 December 1954:

- a. Procedures Analysis. 13 projects undertaken, 10 completed.
- b. Functions Analysis. 6 projects undertaken, 4 completed.
- c. Records Analysis. 16 projects undertaken, 12 completed.
- d. Reports Analysis. 8 projects undertaken, 8 completed.

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- e. Employee Suggestions Analysis. 41 suggestions received and analyzed and/or the analysis coordinated in Office of Personnel.
- f. Categories of Personnel. 1 project undertaken, pending completion.
- g. Duties of Personnel. 1 project undertaken and completed.
- h. Staffing Analysis. 3 projects undertaken and completed.
- i. Organization. 1 project undertaken and completed.
- j. Miscellaneous. 4 projects undertaken and completed.

## 2. Program Plans:

During the ensuing six month period it is anticipated that further study and analysis will be made of the personnel functions, policies and procedures of other operating offices with a view to formalizing them in a similar fashion to that done for Logistics Office.

Projects previously initiated will be completed and greater stress will be laid on the investigative approach coupled with recommendations for corrective action, rather than attempting to lay out final policy and procedure which is essentially Plans Branch responsibility.

Considerable opportunities exist within the OP for operational and administrative review, and such opportunities will be fully exploited. Problems of Headquarters and Field personnel administration are areas requiring extensive exploration, particularly as the overseas operations are effected by changes in governmental relationships. Questions as to

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may become increasingly troublesome and require major changes in our personnel programs. Retention of large concentrations of Agency personnel in a given overseas area may warrant decentralization of some personnel authority, if so, the experience of other agencies and advance preparation based on past knowledge of agency difficulties will be helpful. Such data will be developed by this Branch in its daily review of such activities. It is hoped that actual overseas observations can be obtained by Branch members, either on an individual basis, or in conjunction with a Management or CWD survey, or IG inspection.

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Chief, Analysis Branch

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